



DOCUMENT #	0300-0300-005-A
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TITLE	PROJECT MANAGEMENT ROLES, RESPONSIBILITIES AND AUTHORITIES
EFFECTIVE DATE	12/23/14

## **PROJECT MANAGEMENT ROLES, RESPONSIBILITIES AND AUTHORITIES**

### **1.0 SCOPE**

This procedure defines the Roles, Responsibilities and Authorities for the Enterprise Project Management Office (EPMO) and other participants in the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#). This document compliments North Carolina Statutes and does not interfere with any particular job description as may be defined within Human Resources (HR) Job Descriptions or legislatively directed job responsibilities.

### **2.0 OWNER**

**2.1** The Enterprise Project Management Office (EPMO) Manager owns this procedure. No changes, additions or alterations may be made without the owner's written approval.

### **3.0 REFERENCE DOCUMENTS**

DOCUMENT IDENTIFICATION	DOCUMENT TITLE
<a href="#">Chapter 147 Article 3D</a>	<a href="#">NC GENERAL STATUTES - CHAPTER 147, ARTICLE 3D</a>
<a href="#">0100-0100-005-QMS</a>	<a href="#">EPMO QUALITY MANUAL</a>
<a href="#">0600-0600-005-B</a>	<a href="#">CORRECTIVE ACTION PROCESS</a>
<a href="#">0700-0700-005-B</a>	<a href="#">PREVENTIVE ACTION PROCESS</a>
<a href="#">0800-0800-005-B</a>	<a href="#">QUALITY ASSURANCE PROCESS</a>
<a href="#">0810-0810-005-B</a>	<a href="#">QUALITY CONTROL PROCESS</a>
<a href="#">0300-0310-005-C</a>	<a href="#">PROJECT INITIATION</a>
<a href="#">0300-0310-010-C</a>	<a href="#">PROJECT CHARTER</a>
<a href="#">0300-0310-015-C</a>	<a href="#">PROJECT FINANCIAL ASSESSMENT</a>
<a href="#">0300-0310-020-C</a>	<a href="#">PROJECT ASSESSMENT TYPE</a>
<a href="#">0300-0310-025-C</a>	<a href="#">PROJECT MANAGER ASSESSMENT</a>
<a href="#">0300-0310-030-C</a>	<a href="#">COST ESTIMATION</a>
<a href="#">0300-0310-035-C</a>	<a href="#">BENEFITS ESTIMATION</a>
<a href="#">0300-0320-005-C</a>	<a href="#">PROJECT PLANNING AND DESIGN</a>
<a href="#">0300-0320-010-C</a>	<a href="#">PROJECT RFP REVIEW</a>
<a href="#">0300-0320-015-C</a>	<a href="#">PROJECT CONTRACT AWARD REVIEW</a>
<a href="#">0300-0330-005-C</a>	<a href="#">PROJECT EXECUTION AND BUILD</a>
<a href="#">0300-0330-010-C</a>	<a href="#">PROJECT GO-LIVE READINESS ASSESSMENT</a>
<a href="#">0300-0340-005-C</a>	<a href="#">PROJECT IMPLEMENTATION</a>
<a href="#">0300-0350-005-C</a>	<a href="#">PROJECT CLOSEOUT</a>
<a href="#">0300-0360-005-C</a>	<a href="#">PROJECT CHANGE REQUEST</a>
<a href="#">0300-0365-005-C</a>	<a href="#">PROJECT DECISION MEMO</a>
<a href="#">0300-0370-005-C</a>	<a href="#">PROJECT WEEKLY STATUS REPORT</a>
<a href="#">0300-0375-005-C</a>	<a href="#">PROGRAM/PROJECT REVIEW</a>

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<a href="#">0300-0380-005-C</a>	<a href="#">PROJECT ARCHITECTURE REVIEW</a>
<a href="#">0300-0381-005-C</a>	<a href="#">PROJECT SECURITY REVIEW</a>
<a href="#">0300-0382-005-C</a>	<a href="#">PROJECT PEER REVIEW</a>
<a href="#">0300-0385-005-C</a>	<a href="#">PROJECT FISCAL YEAR BUDGET REVIEW</a>
<a href="#">0300-0390-005-C</a>	<a href="#">LESSONS LEARNED</a>
<a href="#">0300-0395-005-C</a>	<a href="#">CUSTOMER FEEDBACK</a>

#### 4.0 DEFINITIONS

- NONE

#### 5.0 ROLES, RESPONSIBILITIES AND AUTHORITIES

##### 5.1 STATE CHIEF INFORMATION OFFICER (SCIO)

The SCIO must approve and is authorized to suspend all Information Technology (IT) Projects. The EPMO provides the SCIO with IT Project approval/suspension recommendations in accordance with the [0300-0365-005-C PROJECT DECISION MEMO](#) procedure.

##### 5.2 BUSINESS OWNER

The Business Owner is the agency representative building or modifying an IT product or service to fulfill a business need. The Business Owner is responsible for providing the Project Charter and Financial Assessment, allocating required resources, and making key decisions throughout the project life-cycle.

##### 5.3 AGENCY CHIEF INFORMATION OFFICER (Agency CIO)

The Agency CIO, or Senior Technical Representative is responsible for agency approval of the IT Project throughout [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#).

##### 5.4 AGENCY CHIEF FINANCIAL OFFICER (Agency CFO)

Responsible for agency approval of the funding, and source of funding, for the IT Project throughout the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#).

##### 5.5 ENTERPRISE PROJECT MANAGEMENT OFFICE MANAGER (EPMO Manager)

The EPMO Manager ensures the effective execution of the Project Management Process as described in [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#). The EPMO Manager works closely with the Project Management Advisors (PMAs), Project Managers (PMs) and Agency Project Management Offices (PMOs) to ensure that PMs deliver IT Projects on schedule and within budget.

##### 5.6 PROJECT MANAGEMENT ADVISOR (PMA)

PMA's focus on portfolios, working with PMs and Agency PMOs to establish the Decision Points (DPs) needed for IT Projects and Programs. They advise and guide PMs, monitor Projects, Programs and Portfolios, and measure and monitor project risk, schedule, cost and performance. PMAs also drive the [0600-0600-005-B CORRECTIVE ACTION PROCESS](#) when a Project, Program or Portfolio has deviated from the defined project performance objectives.

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## 5.7 AGENCY PROJECT MANAGEMENT OFFICE (Agency PMO)

Agency PMO's work closely with PMs to ensure business owner needs are met and that projects follow Agency established PM standards and guidelines. They also work with the EPMO, PMAs and PMs to ensure that IT Projects are delivered on schedule and within budget in accordance with legislative mandate, SCIO policy and EPMO standards.

## 5.8 PROJECT MANAGER (PM)

PM's are considered "Suppliers" assigned and responsible for project planning, execution and delivery in accordance with [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#) and its supporting procedures and work instructions. The PM manages the IT Project, and maintains a "dotted line" relationship to the assigned PMA.

## 5.9 SOLUTION ARCHITECT (SA)

SA's are Statewide IT Division employees responsible for ensuring that the delivered solution meets the Statewide Architecture Standards. The SA reviews the initial project information during [0300-0310-005-C PROJECT INITIATION](#). The SA participates in the [0300-0320-010-C PROJECT RFP REVIEW](#) and [0300-0320-015-C PROJECT CONTRACT AWARD REVIEW](#) to ensure the technical solution meets the Statewide Architecture Standards. The SA also conducts the [0300-0380-005-C PROJECT ARCHITECTURE REVIEW](#) at the appropriate Decision Point (DP) to provide a technical review of the solution.

## 5.10 ENTERPRISE SECURITY AND RISK MANAGEMENT OFFICE (ESRMO)

The ESRMO reviews the project to ensure the proposed solution complies with Statewide Security Standards. The [0300-0381-005-C PROJECT SECURITY REVIEW](#) DP is used to provide review of the solution from a security perspective.

## 5.11 OFFICE OF STATE CONTROLLER (OSC)

OSC is responsible for ensuring that the delivered solution meets the requirements for e-Commerce, the HR Payroll System (BEACON) and Financial Management System. The main Financial Management System is North Carolina Accounting System (NCAS). OSC reviews the initial project information during [0300-0310-005-C PROJECT INITIATION](#). If further review is needed OSC will create an issue to follow-up.

## 5.12 OFFICE OF STATE BUDGET AND MANAGEMENT (OSBM)

OSBM authorizes the release of funds in support of an IT Project. They ensure that appropriate funding is available to complete the project as planned, and that the agency has incorporated an acceptable funding stream projected over five (5) years to support annual Operations and Maintenance (O&M). OSBM reviews the [0300-0310-015-D FINANCIAL ASSESSMENT FORM](#) during [0300-0310-005-C PROJECT INITIATION](#), and approves the Basis of Estimate (BOE) for Initial, Refined and Baseline budgets. OSBM approves Project Change Requests that have a significant financial impact on the Project in accordance with [0300-0360-005-C PROJECT CHANGE REQUEST](#).

# 6.0 REASON FOR CHANGE

## 6.1 Initial issue.

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